

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Cold Jet LLC

#### Ohio Manufacturing Extension Partnership

#### Culture Change at Cold Jet Leads to Top Line Growth

**Client Profile:**

Cold Jet, LLC develops and supplies dry ice blasting systems, production equipment, engineered systems, and nozzles. The 20-year-old company provides environmentally engineered solutions to difficult cleaning, coatings removal, and surface preparation problems. Cold Jet employs 80 people at their headquarters in Loveland, Ohio and has a network of hundreds of independent contractors and distributors throughout the world.

**Situation:**

Today, dry ice (CO<sub>2</sub>) blasting is used in a wide array of applications from heavy slag removal to delicate semiconductor and circuit board cleaning. Experiencing an escalation in sales and production, Cold Jet sought to improve both their processes and their cultural approach to business. Cold Jet partnered with TechSolve, a NIST MEP network affiliate, to implement process improvements and develop Cold Jet's internal Lean expertise.

**Solution:**

TechSolve provided Lean manufacturing training for Cold Jet's key management and shop floor personnel. TechSolve also teamed with the company to rearrange manufacturing cells in order to improve flow and reduce cycle time of various assembly and sub-assembly processes. Together they instituted visual management to track improvements, create ownerships in the new processes, and manage inventory.

**Results:**

- \* Increased sales by \$4 million.
- \* Realized \$303,500 in cost savings.
- \* Reduced on-hand inventory from 162 days to 76 days.
- \* Increased on-time delivery from 85 percent to 92 percent.
- \* Increased productivity by 26 percent, from 60 units to 90 units per month.

**Testimonial:**

"TechSolve and Cold Jet have not only teamed up to improve efficiencies, reduce waste, and manage inventory but we have also changed the company culture. We started Lean in manufacturing but as different departments starting observing the vast improvements, Lean spread quickly."

Bob Ooten, Vice President, Operations